

BY ORDER OF THE COMMANDER
HEADQUARTERS, 377TH AIR BASE WING (AFMC)
KIRTLAND AIR FORCE BASE,
NEW MEXICO 87117-5606



KAFB INSTRUCTION 36-205

15 APRIL 2000

Employment and Affirmative Action

AFFIRMATIVE EMPLOYMENT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive 36-2, *Employment and Affirmative Action*. The specific guidance in this instruction will help supervisors and managers achieve equal employment opportunities (EEO) for all individuals. Equal employment opportunity for all employees and applicants for employment, regardless of their race, religion, color, sex, national origin, age, or handicap is an integral part of agency policy. This instruction applies to all Kirtland Air Force Base employees paid from appropriated and non-appropriated funds including government contractor personnel (except non-US citizens employed outside the United States).

1. Policy. Executive Order 11478 mandates the following policy: "It is the policy of the Government of the United States to provide equal opportunity in Federal employment for all persons to prohibit discrimination in employment because of race, color, religion, sex, national origin, handicap, age, or sexual orientation through a continuing affirmative program in each executive department and agency." EEO policy requires Affirmative Employment Program (AEP) efforts throughout the agency to overcome past employment practices that have operated to restrict opportunities for employment. This policy requires each federal agency to maintain a continuing affirmative employment program to promote equal opportunity and to identify and eliminate discriminatory practices and policies that would hinder the employment or promotion of qualified applicants or employees. Kirtland Air Force Base will take positive steps to reduce and eliminate the under-representation of minorities and women in order to achieve balance and diversity in our appropriated and non-appropriated funds work force.

1.1. EEO covers all employment practices including, but not limited to, recruitment, hiring, promotion, transfer, reassignments, training, benefits, and separation.

1.2. This excerpt taken from the U.S. Office of Personnel Management, "A Guide to Employee's Rights," addresses sexual orientation discrimination in federal civilian employment. "The Civil Service Reform Act of 1978 describes prohibited personal practices. One of them prohibits any

employee who has authority to take certain personnel actions from discriminating for or against employees or applicants for employment on the basis of conduct that does not adversely affect employee performance. The Office of Personnel Management has interpreted this statute to prohibit discrimination based upon sexual orientation. Sexual orientation means homosexuality, bisexuality, or heterosexuality."

2. Managers, Supervisors, EEO Officials, and Personnel Specialists Responsibilities. Managers, supervisors, EEO officers, and personnel specialists share responsibility for successful implementation of the Affirmative Employment Program. Performance appraisals should include an element base on meeting equal employment opportunity objectives. Managers, supervisors, EEO officials, and personnel specialists must understand their roles and responsibilities in support of an effective AEP. Everyone must demonstrate positive leadership to implement and execute AEP in a manner that yields results. This is accomplished by eliminating artificial barriers, expanding areas of consideration, soliciting qualified candidate applicants through minority organizations, and using direct hire authority where appropriate. Other methods can include restructuring positions to attract qualified candidates from underrepresented groups, providing job-related training, and coordinating recruitment activities including participation in job fairs, career days, and mentoring programs. These activities are designed to develop larger applicant pools from which to select qualified employees from diverse backgrounds and provide greater opportunity for meeting affirmative action objectives.

3. Unit Responsibilities . All commanders must commit to achieving equitable representation to attain a balanced work force. For additional information or require assistance in achieving this goal, contact the 377th Air Base Wing Civilian Personnel Office, 846-9548, or the Equal Opportunity Office, 846-5369.

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